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ABSTRACT

Based on a national survey of college managers, this book discusses how incorporation of colleges in England has changed working lives of middle and senior managers. Chapter 1 describes the context in which colleges have worked since 1993 and the research rationale and methodology. Chapter 2 analyzes how far senior and middle managers' leadership have evolved in response to the different environment. Chapter 3 explores staff management and efforts to overcome difficult conditions in which colleges have had to try to retain commitment and enthusiasm. Chapter 4 explores finance managers' views on financial pressures and details methods of internal fund allocation. Chapter 5 considers conceptions of marketing in colleges and how they have been operationalized. Chapter 6 reviews theoretical approaches to quality and quality managers' attempts to encourage all staff to contribute to improving quality. Chapter 7 describes restructuring within the sector and explores the extent to which there is a typical structure. Chapter 8 analyzes difficulties in managing information and communication given colleges' size and fragmentation and provides examples of how managers are approaching the issues. Chapters 9 and 10 focus on changes in managing teaching and learning when working with students and with employers. Chapter 11 argues that the culture of further education has changed, presenting frameworks for how the change might be analyzed and understood. Chapter 12 describes colleges' view of the future and concludes that the sector justifies the epithet, "learning enterprise." Appendixes include 189 references and index. (YLB)

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